

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Critiques of CIA Participants in the National Interdepartment Seminar

FROM:

EXTENSION

NO.

DTR-0432

DATE

21 March 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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*21 March 68*

The overall evaluation contained in this memo has also been reflected in the oral comments of our participants at the time of their attendance in the Seminar.

From still another vantage point, only yesterday a USIA officer -- with 20 years experience in his Agency and who is attending the present Session -- came into my office to express his appreciation for the information that he had been given about CIA. He commented that from here on he certainly plans to get closer to our people in the field as he believes there is much more that can be done working together. He went on to explain that because of his lack of knowledge there had been many lost opportunities in the past.

*Solt*

*3-4*

*A very large majority of Agency students at the NIS have emphasized its value. My personal view is that we should continue our participation and that there is a need for the NIS within the U.S. government. In counselling the DCS, we should avoid any party or off-the-cuff impression. In answer that a few students considered the NIS a waste of time and money in a small minority.*

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DTP-0432

DD/S 68-1493

21 March 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Critiques of CIA Participants in the  
National Interdepartmental Seminar

1. CIA participants in the National Interdepartmental Seminar are requested at the end of each Session to submit critiques on the Seminar for use only within the Agency. They are invited to comment on any aspect of the Seminar that they may wish to. In addition, they are asked to comment specifically on the value of the Seminar to CIA and to themselves as participants in it. They are also asked to evaluate the Seminar as a whole as well as CIA's contribution to it.

2. In the attachment are excerpts from the critiques of sixteen CIA officers who attended various Sessions of the NIS, starting with the 35th which was completed in February 1968 and going back as far as the 27th which began in September 1966. These critiques are representative of those submitted by other CIA participants. With few exceptions, CIA participants have found the Seminar to be of considerable value to the Agency and to themselves. As they are told their critiques are strictly for internal Agency use, they presumably feel that they can express themselves freely and without reservations.

3. By way of generalization, CIA participants find the Seminar a broadening experience for themselves and an ideal forum for the Agency. They believe that they gain considerable knowledge and understanding of national policy and of the problems confronting the United States in the lesser developed countries of the world. More specifically, they believe they gain a clearer appreciation of the other U. S. Foreign Affairs Agencies and of how to work better with them. With respect to advantages for CIA, our participants believe that the other Seminar participants gain an appreciation of the Agency as an integral and legitimate member of the U. S. governmental community in Washington and overseas. They elaborate that the Seminar properly presents CIA as a participating partner directing its efforts toward common national objectives.

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GROUP 1  
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SUBJECT: Critiques of CIA Participants in the National Inter-departmental Seminar

Finally, they believe the Seminar provides an opportunity to "sell" CIA and to dispel prejudiced notions held by officials of other agencies.

4. The level of Seminar speakers, together with quality of content, is generally considered excellent by CIA participants. Many of them comment on the professional manner in which the Seminar is conducted and on the high caliber of speakers and faculty. Some feel, however, that the pace is too relaxed and that greater pressure should be applied on the participants. Others have found the Seminar too long -- three weeks being preferable to four (present length). A move to shorten the Seminar to three weeks is actively being considered at present by Ambassador Deming. Another criticism that has appeared in recent Sessions is that there are too few Foreign Service Officers in the Seminar. Until this deficiency is corrected, this criticism is likely to continue. Meantime, Ambassador Deming is making every effort to bring the participation of appropriate Foreign Service Officers up to an acceptable level.



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Attachment

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[ ] - 35th Session (8 January - 2 February 1968)

" . . . The major strength of the program is that it accorded me a wider horizon to relate my foreign assignment to problems in other emerging nations. . . . Also, a recharging of batteries for me, in an academic environment, was most welcome. . . . The 'big picture' opportunity is not available through Agency courses, to my knowledge.

The calibre of speakers was uniformly excellent. . . . A possible weakness in the course is the lack of definitive briefings on the USSR and Chinese foreign policy strategy and tactics in the emerging nations . . ."

25X1

[ ] - 34th Session (23 October - 17 November 1967)

" The course should be given high priority with regard to attendance for Agency personnel who are scheduled for, or anticipate assignment in, areas where insurgency is existent or threatened. If nothing else is gained, one acquires a clearer appreciation of the policies under which other agencies operate and the problems which those agencies face in trying to carry out their many and varied tasks.

. . . our student is exposed to up-to-the-minute review of general policy, concepts, programs and ideas. The many outstanding guest presentations provide the students with current high value information which is not otherwise available."

25X1  34th Session (23 October - 17 November 1967)

" . . . I had nothing but praise for the overall content of the Seminar, the professional manner in which it was conducted and the caliber of the speakers, lecturers and faculty staff. Of equal importance was the sustained interest and spirit of cooperation displayed by the student body as a whole.

In my opinion, Agency participation in the Seminar is of considerable value. I detected among the students an appreciation for the role that the Agency plays in the overall picture and believe this will contribute to closer and more effective interrelationships in the field. This reflects credit on the quality of Agency presentations in the Seminar. By the same token, Agency students benefit from exposure in some depth to the experiences, problems and responsibilities of their opposite members in other departments and agencies.

. . . Finally, I would encourage continuation of Agency personnel participation in future Seminars to the maximum extent feasible with emphasis placed on the selection of

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[REDACTED] - 34th Session (23 October - 17 November 1967)

" . . . the benefits to the Agency, though intangible, are sufficiently worthwhile to warrant our participation. I consider the main value to be derived from the degree to which our participation helps the other seminar participants to see the Agency as an integral and legitimate member of the governmental community in Washington and of the Country Team abroad. Many of the officers participating from other agencies seem to have had either no previous contact with our personnel or else the experience and contacts they did have reinforced their impressions of our insularity, aloofness, and uniqueness. To a certain extent our participation helps break down these barriers. A less direct but probably more tangible benefit accrues to the Agency by virtue of the varying value which the course has for the individual Agency participants. This refers to the obvious fact that any up-grading and broadening of Agency officers is in the best interest of the Agency as a whole.

By far the greatest single benefit to me derived from the fact that for the first time in many years I had an opportunity to forget the parochial demands of an in-box and do some solid reading of a broader and more academic

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"... I felt by and large the seminar successfully fulfilled its objectives. This was attributable almost exclusively to the speakers, a surprisingly large percentage of whom were truly excellent. Although I did learn something from the afternoon team discussions, they struck me as a rather inefficient way to gain a little knowledge; I should have preferred to have used still more of this time for required reading."

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[REDACTED] - 34th Session (23 October - 17 November 1967)

".... The format of the course was designed to gain maximum participation by the students in discussing current problems

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[REDACTED] This Seminar is of great value and the Agency should continue to participate."

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[REDACTED] - 34th Session (23 October - 17 November 1967)

"... The subject matter, faculty, facilities and students all combined to make it a pleasant and rewarding experience.

"Specifically, I am not too sure of any tangible benefits or value accruing to the Agency as a result of our participation in the Seminar except, of course, for the cumulative wisdom gained by Agency officers who attend the course. However, considering the basic purpose of the course, I feel that it is almost mandatory that the Agency participate but such participation should be viewed

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in the light of maintaining a presence rather than anticipating any special results.

"I did not find the subject matter either new or particularly revealing. However, I did find that particular problems were brought into focus and that personal discussions, stimulated by but outside the framework of the formal program, were constructive and helpful in further understanding the problems of other Agencies and Departments.

"....Agency participation is not only necessary but highly desirable in such a course. Despite the background and/or experience of non-Agency officers attending the course, there is an inherent interest and curiosity about the Agency which, if left unattended in a Seminar of this type, would only lead to resentment and misunderstanding."

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- 33rd Session (4-29 September 1967)

"The principle value to the Agency is providing a platform to impart an understanding and perspective of CIA's role, responsibility and participation in the common problem of meeting national security and policy objectives in the developing nations. This seminar properly established CIA as a participating partner directing its effort toward common national objectives. Based on comments from my non-Agency colleagues, they obtained a much clearer understanding of the Agency and particularly the controls and coordination accorded Agency activities. No seminar of this type would be

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complete without an examination of the CIA role. Secondly, while most of the students had met Agency employees - or others suspected of being Agency - just working with identified Agency personnel over this period was certainly beneficial.

"While the seminar is costly in time to the Agency participants, it is extremely difficult to evaluate the particular value on an individual basis. Without exception every participating member gained considerable knowledge, appreciation and comprehension of national policy and problems and especially what his fellow Agency members were doing with an insight of their side of the problem. Even for the most experienced while the benefit may be negligible, he in turn probably contributed immeasurably to the seminar discussions and consequently enhanced the stature of the Agency. In summary, any evaluation on value would have to be on the positive side.

"....The single disappointment to me in the seminar was the lack of student participation (too few) by State Department Foreign Service Officers. Conversely, they staff the NIS with very distinguished officers. As the Department has a primacy in the overseas area as well as responsibilities for policy and coordination, they should give especial attention to participation."

- 33rd Session (4 - 29 September 1967)

"....For me, the seminar served as an opportunity to hear important presentations on the current conduct of our foreign policy and to exchange viewpoints with officers in other governmental agencies.

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Accordingly, I feel that the seminar was a broadening experience and one which would be of value to many senior officers of this Agency.

"....I thoroughly enjoyed the seminar and feel I gained considerable from it. Although I am not scheduled for an overseas assignment, if I were, I would feel better equipped from having attended the seminar."

25X1 [redacted] - 33rd Session (4 - 29 September 1967)

"The value to CIA of our participation in the seminar is a better understanding by the students from other U.S. Government agencies of the role of CIA [redacted] and, conversely, our understanding of their roles.

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"....The actual value to the CIA participant probably varies considerably with his past experience and, even more important, his present or future job. Every COS or DCOS should attend the Seminar -- the benefits to him would be invaluable. This is not to say that others would not gain by the Seminar, for the course does an outstanding job of presenting the many problems of the emerging nations.

"....The real value of the Seminar is not so much the questions it answers, but rather the questions that it raises, thus contributing to the student's realization of the enormous complexities facing the developing countries."

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[REDACTED] - 33rd Session (4 - 29 September 1967)

"I found the NIS to be of value principally as a forum in which to obtain the views of various senior government officials from many agencies on counterinsurgency as well as on the U. S. Government's international policies in general. Of equal value were the seminar discussions with other officers attending the seminar. These officers offered a good insight into the views and activities of their agencies in Washington.

"As a recent returnee from Africa, a continent with low priority for foreign aid, I was particularly interested in noting the great change in the government's views on foreign aid which has taken place as a result of the Vietnam war during the last few years. Prior to my going to Africa, the U. S. Government's policy seemed to be "to get out there and do something to prevent communist penetration or take over". The new policy as I read it, based on seminar lectures and discussions, is one of not getting involved in any costly operations or experiments outside of Southeast Asia.

"Concerning the study of counterinsurgency itself, I found that many new books have been written on this subject but that no really new concepts or ideas on the subject have come up in the last few years. A student with no prior experience in counterinsurgency would of course have a different viewpoint.

"In sum I believe that the NIS was of considerable value to me, not so much in the realm of counterinsurgency itself but in explaining U. S. policies, their creation and implications for the field officers."

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- 32nd Session (10 July - 4 August 1967)

"Value to the Agency of our participation in the Seminar is directly related to how much information the Agency is willing to give to the Seminar. Many of the students on my particular team voiced their disappointment in hearing only about the Agency structure and general functions and responsibilities. What we gave was well presented but of limited value to the relatively high-level participants. I do not think that the Agency as such gains much by participating unless it is willing to present, within security limits, case studies or specific examples of how we can support the operations of those persons assigned to lesser developed countries.

"Value to our students of attendance at the Seminar is difficult to determine. This depends solely on the knowledge, assignment, and mission of the student. Therefore, I must confine myself to value in terms of the Office of Basic and Geographic Intelligence, specifically to our responsibility for review and production of basic sociological and political intelligence, and to basic intelligence on subversion. Within these limits, I found the Seminar very useful. It afforded me an opportunity for direct contact with people who use the National Intelligence Survey, and these people did not hesitate to present what they thought were the pros and cons of NIS content. Moreover, the team discussions, morning lectures, and required readings indirectly presented to me new ideas in terms of presentation and content of NIS material.

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[REDACTED] - 31st Session (1 - 26 May 1967)

".... It is difficult for me to put a value on the Seminar to our students. I am sure that we all are better prepared for our new overseas positions in that we have a better understanding of all the problems in the emerging nations with special emphasis on the region in which we will be living. The formulation of U.S. policy and, equally important, the designing and carrying out of a program in the developing country which will further the U. S. interests is a formidable task. I think we all have a better appreciation in this regard.

"I think the Agency gains from participation in the Seminar (1) in that our role in the conduct of U. S. overseas operations is better understood by all the other Agency's representatives and

[REDACTED]

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"....In summary, I personally found the Seminar to be of much value in that I had four weeks of intensive reading and discussion on specific Middle East countries and problems -- four weeks and reading material which otherwise would not have been available."

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[REDACTED] - 31st Session (1 - 26 May 1967)

"The NIS provides an opportunity to "sell" CIA and dispel prejudiced notions held by officials of other U. S. agencies. It also offers a broad indoctrination of CIA officers in nation-building and counter-subversion policies and theories which definitely should be of use in most field assignments. I feel that CIA could

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perhaps do a better job on the same subject matter for its officers by providing a course more directly related to the CIA role overseas; so long as the NIS exists, however, I recommend a continued strong representation in the NIS by CIA officers as students and lecturers. The negative impact of a half-hearted participation by CIA is evident and should need no elaboration here.

"....I believe the orientation I received from NIS will be of definite value to me in trying to analyze the dynamics of the political, social and economic processes at work in the country to which I am being assigned. It is also worth noting that the NIS indoctrination provides a common conceptual framework within

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[REDACTED] The NIS course gives the CIA student an opportunity to mix informally with officials of other U. S. agencies, which I consider a useful exercise for the purpose not only of "selling" CIA but also of making contacts that may be of use sometime in the future.

"....The usefulness of such contacts should not be exaggerated, of course, but anyone who has been assigned [REDACTED] abroad knows that friendly, cooperative colleagues [REDACTED]

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[REDACTED] can make the job of the CIA officer easier and contribute to his operational mission.

"....I have assumed that the basic objective of the NIS course is to give the student a broad orientation in nation-building and counter-subversion policies and concepts. If this assumption is correct then I believe the course is successful. The course does

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not "train" the student to be an expert in building nations or countering subversion but it does give him an intellectual frame of reference for tackling such problems and developing expertise through experience and further study. The course does have certain weaknesses of organization: the course lectures cover such a broad range of countries and topics (which may be unavoidable) that the student sometimes has trouble relating all of them to the stated objectives of the course. A few lectures could have been telescoped with other lectures or covered in reading material.

"....In this connection, I suggest that a hard look might be taken to see if the length of the course can be reduced to three weeks by cutting certain lectures and telescoping others.

"....Despite these few critical remarks, I wish to emphasize that my overall reaction to the course was very favorable, and I was impressed by the high quality of the lecturers and the reading materials."

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- 29th Session (23 January - 17 February 1967)

"The willingness of the Agency to participate in terms of students as well as lecturers (scheduled, as well as ad hoc invitees) in the Seminar cannot be recognized as anything else but valuable. The level of the students and their lengthy experience provides the Agency a tailored forum where receptivity, sophistication and goodwill on the part of the audience is almost guaranteed. The impressions they form will remain with them as they progress toward even more senior positions in their parent organizations. In terms of public relations the amount of goodwill which accrues to the Agency in relation to the minimal investment made is indeed huge.

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"If it is correct to state that the Agency's image is distorted in the eyes of non-Agency government personnel, then it is equally correct (if not more so) to state that generally Agency personnel all too often have a poor understanding at best concerning the problems and activities which characterize the rest of the government structure. A great deal has been done in the past few years to correct this, but a great deal still needs to be done. There is still a tendency on the part of many officers to think in terms of cliches, prejudices and preconceptions. This course does a great deal to eliminate this kind of thinking. Agency students in this course are quickly made aware of the fact that "times have changed", and that in many situations other parts of the government can and do frequently make many effective contributions to the general effort. At the same time our students obtain also a clearer appreciation of those areas where these other organizations look to the Agency for support, guidance and initiative. Finally, for students who have had, little or no background experience in CA or Counterinsurgency activities, the course is a wonderful briefing package which it would take them months and even years of individual effort to acquire."

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- 28th Session (21 November - 16 December 1966)

"I consider the Agency's participation in the National Inter-departmental Seminar invaluable from two main standpoints: (a) improved Agency relations with other participating governmental groups and (b) engendering better over-all understanding and appreciation by our own participants of the problems of development

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and internal defense in the numerous underdeveloped countries and likewise the importance of the [ ] effort in dealing with them.

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"....I believe that the Seminar easily attained its announced objectives. My principal criticism is that it is too long -- about a week -- as it dragged somewhat in its waning days.

"....may I say that I found the Seminar an immensely rewarding experience. Not only did it greatly broaden my perspective as to the problems of development and internal defense in the underdeveloped countries, but it also afforded me an opportunity to meet and observe an unusually qualified, experienced, and dedicated group of military and civilian Seminar administrators, lecturers and students. I believe that the training will prove most beneficial to me"

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[ ] - 27th Session (12 September - 7 October 1966)

"As an overall evaluation of the Seminar in terms of its value to me, I found it most worthwhile and recommend it highly, especially to persons in my category -- those returning to Headquarters after an extended assignment overseas. It brought me up to date on what the thinking is here in Washington, and while much of this was transmitted to the field in various forms of notices, new regulations and what not, there is no substitute for the first-hand exchange of experience, discussion, etc., that we were able to get in this Seminar. I was perhaps most impressed with what

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appeared to be a genuine desire on the part of everybody to work as a team, and a feeling that under the  approach we can contribute to each other's efforts and thus to the overall success of the U. S. G. policies overseas.

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"I believe that the Agency's participation in this Seminar is a must, and that we can not only contribute substantively to its success, but at the same time can improve our image in the eyes of the members of the other participating Agencies. This latter, I feel, is important, not because we care whether people like us or not, but because if they know a little more about what makes us tick, they might be better prepared both psychologically and otherwise to help us in our overall effort."

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Training  
819, 1000 Glebe

*AK JR*  
*JN*

EXTENSION

NO.

DTR 0420

DATE

20 March 1968

TO: (Officer designation, room number, and building)

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OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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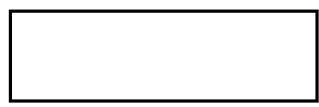
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The DTR has asked Mr. ☐ to prepare an evaluation of the overall feedback on the usefulness of this program during the past two to three years. This will be made available to the DTR on 21 March 1968 and sent to you immediately.

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*More Coming.*  
*68-1659*